

Kenneth A. Kaufmann
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Key Experience

Needs Assessment	Project Management	Change Management
Learning Technology	IT System Implementation	Communication Planning
Instructional Design	Adult Education and Training	Learning Strategy
Curriculum Development	Coaching	International Development

Work Experience

2009 to present **Designed Performance, LLC** Seattle, WA
Principal Consultant. Trusted advisor partnering with senior leaders on strategy for learning design, delivery and technology. Skilled facilitator leading change, coaching leaders and developing teams. Assessed, developed and implemented training strategy and evaluation plan for an international NGO supporting coffee farmers in East Africa. Gathered requirements for learning technology for an aerospace manufacturer. Developed scalable training platform for retail and supply chain for rapidly growing start up operations.

2010 to 2013 **Providence/Swedish Health Services** Seattle, WA
Director, Talent Strategy & Planning. Led virtual team tasked with succession planning and talent strategy across the enterprise. Key roles in coaching senior leaders, leadership development, program design, and change management. Program manager for development and delivery of physician leadership development. Change workstream lead for enterprise resource planning system implementation. Facilitate talent inventory process, curriculum design, team development and change management initiatives.

2008 to 2009 **Intrepid Learning Solutions** Seattle, WA
Learning Technology Consultant. Key contributor in delivery and operation of a website for continuing education of financial professionals. Led set-up, training and operation of India-based help desk. Evaluated learning strategies for global companies. Conducted RFP process to select a Learning Management System. Audited safety operations and culture for defense contractor.

1997 to 2008 **Starbucks Coffee Company** Seattle, WA
IT Sr. Project Manager, Organization Development Manager, Learning Designer. Consulted with senior managers to improve performance through leadership coaching, process design, change management, training and group facilitation. Developed and implemented performance-based solutions using job design, process analysis, learning programs, and coaching. Change facilitator leading teams through start-up, business process re-engineering, system implementations and workgroup restructuring. Led training initiatives for team/leadership development, orientation, supply chain and technology implementations. Site lead for learning design/delivery, leadership development and organization design for start-up of manufacturing plants, farmer support and leadership changes.

Additional Experience

- *ERP Training Lead.* Led training, communication and change management for enterprise resource planning software implementations. Managed a team of instructional designers, technical writers, functional analysts and subject matter experts in development and implementation.
- *International Development.* Developed learning and change strategy to transform traditional methods East African coffee farmers traditionally used to process coffees. Developed content, trainers and evaluation plans.
- *Adjunct Faculty.* Diverse teaching assignments at community colleges and Seattle University. Topics include industrial safety, chemistry of hazardous materials and workplace learning.

Education

M.Ed., Adult Education and Training, Seattle University, Seattle, Washington
M.S., Soil Science and Microbiology, Washington State University, Pullman, Washington
B.S., Environmental Reclamation and Biology, University of Wisconsin, Platteville, Wisconsin

Project Experience

<i>Change and Communications Lead</i>	Experienced change leader working on business process reengineering, IT implementation, work group restructuring, and start-ups. Teamed with project managers and organizational sponsors on cross-functional, enterprise-wide initiatives. Developed and orchestrated tiered communication plans in support of change initiatives.
<i>International Assignments</i>	Diverse international assignments in East Africa, China, Southeast Asia and Europe. Hands-on experience with learning strategy development, training design and delivery, event facilitation and leadership/team coaching. Experienced with extended onsite assignments, accommodating differing language capabilities and cultural perspectives.
<i>Learning Strategy</i>	Demonstrated skills in assessment, design, implementation and administration for learning and development programs. Created competency-based learning and development programs for health care, agronomy, engineering and manufacturing settings. Broad experience enlisting technical and business subject matter experts to support learning rollouts.
<i>Train-the-Trainer</i>	Designed and led train-the-trainer courses in engineering, agronomy, manufacturing and technical settings. Coached subject matter experts in developing skills for both classroom and on-the-job training. Applied principles of adult education to the workplace.
<i>Supply Chain Operations</i>	Direct experience supporting supply chain operations in retail, manufacturing and health care industries. Projects include ERP system implementations, job/org design, skills training design and delivery, business process re-engineering and acquisition integration. Deep experience with process documentation and functional requirements.
<i>Project Management</i>	Experienced project manager delivering on time and on budget. Developed and instructed classes on project management for engineers, scientists, product managers and project teams. Facilitated advisory groups on project management competencies.
<i>LMS/IT System Implementations</i>	Led training, communication and change management efforts implementing enterprise-wide applications for learning management, supply chain and accounting systems. Managed a team of technical writers, instructional designers, and functional analysts to design and deliver training. Facilitated change management and communication efforts.
<i>Volunteer Consultant</i>	Volunteered with TechnoServe for their East African Coffee Initiative. Hands-on training experience in Kenya, Ethiopia, Rwanda and Tanzania. Assessed training needs to develop a learning strategy. Designed agronomy training for delivery to staff and farmers.
<i>Cross-Cultural Sensitivity</i>	Intuitive facilitator experienced with culturally diverse settings. Extended onsite assignments in Africa, Europe and Asia. Experience facilitating training, leading project teams and working onsite for a global retail company and an international NGO.
<i>Business Process Improvement</i>	Worked with teams to map, measure and improve business processes. Responsible for documenting global supply chain processes and communicating best practices. Facilitated change management efforts to implement new processes.

Publications

- Kaufmann, K. A. (2004). Using Curriculum Architecture in Workplace Training. *Performance Improvement*, vol. 44, no. 8, pp. 27 - 33.
- Kaufmann, K. A., and C. Weaver (2000). Making Human Resource Consulting Visible. *Performance Improvement*, vol. 39, no. 8, pp. 30 - 34.
- Kaufmann, K. A., and C. Weaver (1995). Appraising Relative Worth: Continuing Education Opportunities for Engineers. *Journal of Management in Engineering*, vol. 11, no. 4, pp. 34 - 38.

Affiliations

American Society of Training and Development
Coaching Certification from the Hudson Institute